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CORRESPONDENCE FOLLOWING THE COMMITTEE MEETING

Committee ENVIRONMENTAL SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 10 NOVEMBER 2015, 4.30 PM

Please find below correspondence send by the Committee Chair following the meeting, together with any responses received.

For any further details, please contact scrutinyviewpoints@cardiff.gov.uk

9 **Correspondence Following the Committee Meeting** *(Pages 1 - 20)*

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Ref: RDB/PM/BD/10.11.15

30 November 2015

Councillor Bob Derbyshire,
Cabinet Member for the Environment,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Derbyshire,

Environmental Scrutiny Committee – 10th November 2015

On behalf of the Environmental Scrutiny Committee I would like to thank the officers for attending the Committee meeting on Tuesday 10th November 2015. As you are aware the meeting considered items titled 'Litter Management & Enforcement in Cardiff', 'Modified In House – Neighbourhood Services Project' and 'Cardiff's Future Waste Facilities – Member Update'. The item on 'Litter Management & Enforcement in Cardiff' provided the opportunity to receive a public question which was asked by Sheila Hendrickson – Brown, Chief Executive Officer of Cardiff Third Sector Council; details of the question and your response are recorded in this letter.

Public Question - Sheila Hendrickson – Brown, Chief Executive Officer of Cardiff Third Sector Council

Members felt that the inclusion of a public question on this Committee's agenda helped stimulate discussion on certain areas of the 'Litter Management & Enforcement in Cardiff'. The questions asked were:

'The Council's performance in terms of its recycling goals show positive outcomes. Does the Council plan to expand the range of items that can be recycled through its kerbside collections/services to include items such as textiles, plastic containers and waxed food and drink cartons (tetra-paks), batteries and aluminium foil?'

What can the Council do to work with the Third Sector to further improve the take up of re-cycling services and ensure recycling rates are consistent across all neighbourhood areas?'

In response to the questions you explained that:

- You welcomed the input from Cardiff Third Sector Council and stated that you were keen to work with them to improve recycling in the city. In particular you felt that they could provide specialised support in certain parts of the city to encourage recycling;
- You considered that education was a vital ingredient in improving recycling rates and that the third sector could help raise awareness on this issue in certain communities;
- The authority is very keen to expand the range of items that can be recycled. This aim corresponds with the statutory requirement to achieve a 58% recycling rate in 2015/16;
- The Waste Strategy aims to identify new materials which can be recycled. You addressed each of the items listed in the question setting out the difficulties and opportunities associated with recycling these materials.

Litter Management & Enforcement in Cardiff

During the way forward Members considered the item on 'Litter Management & Enforcement in Cardiff'. They made the following comments and observations:

- That if the Council was looking to commission a third party litter enforcement trial then the proposal should be thoroughly evaluated to ensure that all parties clearly understand what is expected of them, for example, how resources should be geographically allocated and a clearly defined income agreement. In addition to this all Members should be properly briefed on any new third party litter enforcement trial both before parties are invited to bid and prior to the scheme going live. Thorough

evaluation and clear communication should improve the chance of success and ensure that certain standards are agreed.

- During the meeting the proposal of sponsoring bins was raised. A Member who happens to own a local business explained that he had in the past tried to sponsor some park bins, however, his attempt had been unsuccessful as he had not been able to locate a person to deal with his sponsorship request. The Committee felt that Council services need to be better organised if they want to gain sponsorship for a wide range of offers. This was identified during the sponsorship section of the 2013/14 Environmental Scrutiny Committee task & finish exercise on 'Cardiff Outdoors'. In this a series of recommendations were made regarding how to improve sponsorship across outdoor services. As a reminder I have attached a letter titled 'Cardiff Outdoors - Sponsorship' as **Appendix 1**.
- A Member asked for clarification on the recent changes to the fly tipping performance indicator; in particular an explanation as to how the new definition incorporates waste management and fly tipping. In addition to an explanation on this I would be grateful if you could let the Committee know when the criteria changed; the reason for the change and if it is an all Wales change.
- The item on 'Litter Management & Enforcement in Cardiff' addressed a series of new regulations and potential powers which the Council is looking to implement and develop, these included:
 - Community Protection Notices;
 - Public Space Protection Orders;
 - Improving the control of printed literature;
 - Getting Highways Services to issue fixed penalty notices;
 - Using third party litter enforcement partners.

I would appreciate it if you could provide the Committee with a projected timeline for the implementation of these new powers and resources.

- At the meeting there was a short discussion about what the Council could do to make sure that the correct skip hire permissions were always in place. A Member asked if it would be possible to record all skip permissions online so that they could be easily accessed by Members and the public. A properly maintained record would make it easier to identify skip providers and users who failed to comply with regulations. I would be grateful if you could look into the viability of this and provide feedback to the Committee.

Modified In House – Neighbourhood Services Project

During the way forward Members considered the item on ‘Modified In House – Neighbourhood Services Project’. They made the following comments and observations:

- An officer explained that Local Environmental Audit Management System (LEAMS) results had improved in the Neighbourhood Services pilot area and that anecdotal comments from Members of the public seemed to support the improvements. In addition to this the improvements in the pilot area appear to be better than those across the rest of the city. I would be grateful if you could provide the Committee with the LEAMS results for the last twelve months for both the pilot area and the rest of the city.
- Members commented that the initial Neighbourhood Services pilot was based in the South West Neighbourhood Management Area and that the longer term aim was of rolling the pilot out into Cardiff’s other five Neighbourhood Management Areas. They were a little confused that the presentation broke the new service approach into East and West Neighbourhood Service Areas instead of the existing Neighbourhood Management Areas. An officer explained that the East / West split was purely for management purposes and that the overall service delivery would still be split by Neighbourhood Management Area. I would be grateful if you could provide the Committee with a detailed management structure for the new Neighbourhood Services approach; this should include the various management grades, the different service functions

and demonstrate the direct link between the overall East / West split and the individual Neighbourhood Management Areas.

- During the meeting I asked what was being done to better manage the high rates of internal recharging between the range of services in the Modified In House model. An officer explained that lots of work had been done in this area to reduce the problem and that in recent months significant progress had been achieved. I would be grateful if you could provide a summary of the work undertaken and the actual savings (by area) that this work has generated for the Council.
- A Member asked for an explanation of the types of new income generation ideas which are being developed alongside the Modified In House and Wholly Owned Arms Length Company. He was told that several ideas were being considered including a window cleaning service. I would be grateful if you could provide the Committee with a summary of new income generation options currently being considered for the two options.

Cardiff's Future Waste Facilities – Member Update

During the way forward Members considered the item on 'Cardiff's Future Waste Facilities – Member Update. They made the following comments and observations:

- Members noted that the presentation delivered at the meeting was littered with numerous acronyms. They found these a little confusing and have asked for a short glossary of these to include a full title and definition.
- When discussing Household Waste Recycling Centres the Members once again noted the plan to move to seasonal opening in 2016. The Committee understands the need for this change; however, they would like to stress the importance of clearly communicating these changes to the public well in advance of the changes actually taking place.

- Members welcomed the contribution from the Chief Executive Officer of the Cardiff Third Sector Council. It was clear that the Cardiff Third Sector is keen to support the Council to help improve recycling rates and the Committee believes that this additional help represents welcome support at a time of financial challenge. In particular Members believe that parts of the Cardiff Third Sector could be used to develop and manage a reuse facility. As a result I would ask that when you look to implement reuse facilities in Cardiff you consider involving the Cardiff Third Sector.

During this item I asked a question on behalf of Mr Dave King who volunteers for Keep Wales Tidy and the Cardiff Rivers Group. He asked:

‘Could the Council update us on the latest position with setting up a community drop off area at Bessemer Road HWRC for items that could be reused, repaired and reused and a community shop alongside it? There were council employees undertaking a survey many months ago but haven't seen anything. Huge amount of stuff dumped in skips that could be diverted and generate funds for local community’.

I welcome the response that you are actively looking to expand reuse facilities in Cardiff and note that you intend provide Mr King with a written answer to his question. I would be grateful if you could provide me with a copy of the response.

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,

A handwritten signature in black ink that reads "P. D. Mitchell". The signature is written in a cursive, slightly slanted style.

Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc to:

Andrew Gregory, Director for City Operations

Tara King, Assistant Director for City Operations

Jane Cherrington, Operational Manager, Strategy & Enforcement

Pat McGrath, Operational Manager, Infrastructure & Projects

David Lowe, Waste Operations Manager

Matthew Wakelam, Operational Manager, Infrastructure & Operations

Paul Keeping, Operational Manager, Scrutiny Services

Joanne Watkins, Cabinet Office Manager

Members of the Environmental Scrutiny Committee

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**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**



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Fy Nghyf / My Ref : CM32913
Eich Cyf / Your Ref : RDB/PM/BD/10.11.15
Dyddiad / Date: 13th January 2016

Councillor Paul Mitchell
Chairperson of the Environmental Scrutiny Committee
Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl / Dear Paul

Environmental Scrutiny Committee 10 November 2015

Thank you for inviting us to the Environmental Scrutiny on 10 November 2015 to discuss a range of important matters in relation to waste and cleansing. Yet again the input from the public and third sector was positive and helpful for us to engage and improve our service delivery.

I fully agree that any third party enforcement trial should be robust and communicated to local Members prior to any commencement. The details of the proposals will be brought forward in early 2016.

I also support the need for more commercial activity in relation to City Operations assets, and work has already begun to take forwards an advertising and sponsorship programme.

With regards to the fly tipping changes, following an all Wales audit in 2013, it was found that Cardiff, along with some other Authorities were including items in the fly capture submissions that other Authorities were not reporting. It was also found that some Authorities were also under reporting. The Natural Resources Wales outlined guidance on reporting for all Authorities to follow. This is not a recent change or a definition change. As well as tracking the number of fly tipping incidents reported, the tonnages of fly tipping is also monitored. Over time the tonnage of fly tipped material is declining, which supports the reducing number of incidents reported across Cardiff.

On the wider enforcement powers, the team are busy looking into the new processes. The new approaches will be brought forwards in early 2016 for the issuing of fines and the proposed consultation on public space protection orders and community protection notices, that includes controls of printed literature will be taken to Cabinet before the summer. For the latter powers, they can only be adopted once consultation has been undertaken, so these powers will not be

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fully in force until later in 2016. The team are also looking at the possibility of publishing the skip licenses on line.

With regards to the Neighbourhood Services Project and Local Environmental Audit and Management System (LEAMS) results, monitoring in the pilot area showed an improvement in the Cleanliness index from 58.61 in January 2015 to 65 in July 2015. In addition, the number of streets of a high or acceptable standard of cleanliness rose from 68.33 in January 2015 to 79.99 in July 2015. City wide, figures are slightly higher because of the nature of the sampling, the city wide statistics include a variety of area types, thus increasing the relative performance. From our own surveys, results showed a city wide Cleanliness Index score of 75.11 in July 2015 and 88% of streets were found to be of a high or acceptable standard of cleanliness. However, it is important to stress that the city wide sampling is done via random selection and as such it is not possible to draw direct comparisons between the two data sets.

In terms of expansion of the Neighbourhood Services Pilot, it has already been expanded to include the City and South and West Neighbourhood Management areas. The pilot will be expanded to the remainder of the City early in 2016. Whilst teams operate on an area basis, Supervisors and Managers may cover more than one Neighbourhood Management area. The enclosed diagram shows a draft structure to illustrate the principles, but definitive grades and roles are not yet finalised and need to be consulted upon.

In respect of internal charging, you will be aware of the internal charging issues that have resulted from the Central Transport Service (CTS) not having a fully functional Fleet Management Information Technology (FMIT) system. In the latter part of 2015, following internal meetings with CTS, progress has since been made with developing Systems, Applications and Products, (SAP) so that an improved level of cost detail can be shared with Service Areas. However, further work is required in this area, and as part of the Infrastructure Services project, further analysis is being undertaken to determine how the full facilities of an FMIT system can be provided, which will help drive out efficiencies and also assist in earning external income. Other areas of internal charging will be reviewed as the project progresses.

Regarding internal recharging and income, work in this area is ongoing. For Neighbourhood Services, the initial focus is upon improving and expanding Service Level Agreements. This includes ensuring any services that can be provided internally at a competitive rate are brought in house. In addition, moving forwards, the project will be looking at opportunities to 'package' services to make them more competitive and attractive to potential customers. For example, offering a complete package of Parks, Cleansing and Collection services, rather than individual agreements between each section and the customer. This is also a way to grow business through our existing customer base.

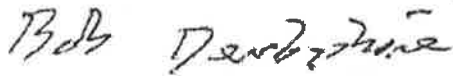
I fully accept your comments that the waste presentations can be very technical. Future presentations will remove acronym and have a short glossary as needed.

Since the meeting on 10 November 2015 all Members have been provided with details of the seasonal household waste recycling site opening hours and the public awareness campaign has begun ready for the changes in January.

The third sectors input into our reuse proposals will be welcomed and I will ensure they are included in future discussions.

With regards to David King's questions I am able to confirm that we have been doing some market testing on a reuse shop or provision network. Our proposals will be time lined in parallel with the closure of the Wedal Road facility and the opening of the new Lamby Way recycling centre. The Council will support a reuse facility or network that will support the residents of Cardiff to make use of items that are no longer wanted, but functional and provide a valuable source of low cost items for those in need.

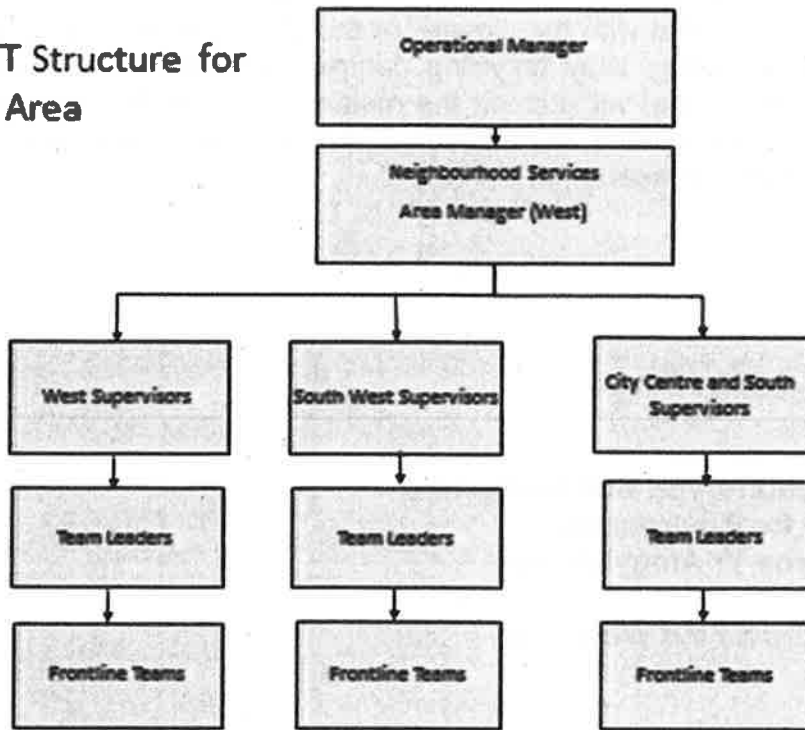
Yn gwyir
Yours sincerely



Councillor / Y Cynghorydd Bob Derbyshire
Cabinet Member for Environment
Aelod Cabinet Dros Yr Amgylchedd

Enc: Draft Structure for the West Area

**DRAFT Structure for
West Area**



Back office Support – City Wide Support (Not 1 NM Area)

Ref: RDB/PM/BD/15.04.2014

15th April 2014

Councillor Bob Derbyshire,
Cabinet Member for the Environment,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Derbyshire,

Cardiff Outdoors – Sponsorship

As you will be aware the Environmental Scrutiny Committee are currently running a task and finish exercise titled 'Cardiff Outdoors – Land Management & Commercial Opportunities'. The inquiry cannot look at all aspects of the Cardiff Outdoors project; therefore, they have chosen a number of important themes on which to focus. These are set out in the bullet points below:

- Vegetation Management;
- Sustainable Land Management & Biodiversity;
- Sponsorship;
- Commercial Scope & Opportunities;
- Grant Management.

This letter sets out the comments and observations of the Members on the inquiry in relation to sponsorship opportunities relevant to outdoor services in Cardiff. When considering sponsorship the inquiry received evidence from:

- Stacey Davies – Transformation Services Manager, Torfaen County Borough Council;
- Louise Harrington – Commercial Development Manager, Cardiff Council;
- Melissa Knight Willis – Project Marketing & Sponsorship Manager, Cardiff Council;
- Thomas Foreman – Scrutiny Research Assistant, Cardiff Council.

On behalf of the Committee I would like to thank all of the witnesses who attended the meeting. Members found their input into the task & finish process very useful. After the meetings Members considered the evidence presented and made a number of comments, key findings and recommendations. The key findings and recommendations for sponsorship are set out below:

- **Key Finding 1** - A sponsorship policy was approved in January 2013 to ensure that standards are followed and that accurate records are maintained. This policy focused on creating sponsorship transparency and recommended a 'Sponsorship Agreement Register' to record all events.
- **Key Finding 2** - When a copy of the 'Sponsorship Agreement Register' was provided it only contained 10 entries; all of which were for the same service area. The earliest recorded agreement was for sponsorship agreed in January 2012 and the most recent entry was for December 2013.
- **Key Finding 3** - There was no evidence of a process to ensure that sponsorship events are recorded on the 'Sponsorship Agreement Register', for example, a series of documents on the Council's CIS system. For the 'Sponsorship Agreement Register' to work properly there needs to be a Council wide process that all directorates are aware of and are able to access. Effective use of the 'Sponsorship Agreement Register' would enable the Council to place a financial value on overall Council sponsorship agreements. Calculating the overall value of sponsorship income and associated benefits seems to be almost impossible under the current system; this means that the Council is unable to accurately determine if progress has been made in this area.

Recommendation 1

The Council should ensure that the 'Sponsorship Agreement Register' is

updated on a regular basis to ensure that all sponsorship events are properly recorded. Maintaining this document properly would enable the Council to accurately measure how much sponsorship income is received each year and, therefore, determine if the Council is making progress in terms of growing income in this area. Making sure that this document is properly kept up to date would create transparency in terms of who is sponsoring each event or service.

Recommendation 2

All directorates should be reminded that the 'Sponsorship Agreement Register' exists and that it is important to enter all recorded sponsorship events on the document. To ensure that the process runs smoothly appropriate process documentation should be placed on the Council's CIS system; this would help to create a consistent approach in terms of reporting and recording sponsorship.

Key Finding 4 - There is no defined structure for generating and targeting sponsorship across the Council. There are instances where the Council successfully achieves sponsorship; however, these are isolated examples that rely on individuals or small teams working on their own initiative. There does not appear to be any effective co-ordination or central guidance to support such work.

Key Finding 5 - The Environment Directorate does not have a nominated individual with responsibility for generating sponsorship; neither does it have a sponsorship income target. It is clear that within the scope of services delivered by the Environment Directorate there is the potential to generate sponsorship income; there are instances where companies have contacted the directorate in the past to discuss sponsorship proposals.

Key Finding 6 - There was no evidence of directorates undertaking an audit of all potential commercial / sponsorship opportunities. These could be

recorded on a register and used to form a part of a sponsorship business plan. Good ideas can come from any part of each directorate and staff should be encouraged to submit sponsorship and other commercial ideas through a recognised structure.

Key Finding 7 - Sport, Leisure & Culture has just created a 'Business & Partnership Team'. This is to run on a twelve month trial basis. It aims to be proactive and identify commercial opportunities. Sponsorship opportunities could be considered by such a working group.

Key Finding 8 - There are no sponsorship business plans or sponsorship targets for individual directorates. Equally there are no sponsorship registers to record potential sponsorship and other commercial opportunities.

Key Finding 9 - There is no internal Council training for staff in relation to dealing with and generating sponsorship.

Recommendation 3

The Council needs to review its approach to generating sponsorship income; this could involve:

- Looking at creating a clearly defined structure which could offer effective co-ordination or central guidance to support the creation of sponsorship income.
- Each directorate should have a sponsorship income target and sponsorship business plan.
- Each directorate should undertake an audit of all commercial and sponsorship opportunities. This could form the basis for a commercial opportunities or sponsorship business plan.
- All staff should be encouraged to submit sponsorship and other commercial ideas through a recognised structure, for example, via team meetings. Such ideas should feed into an audit of commercial

opportunities and a directorate sponsorship business plan.

- Consider the provision of training to help staff identify potential sponsorship opportunities and how to progress such prospects.

Key Finding 10 - There are pockets of experience in terms of generating sponsorship income across the Council; however, they work in isolation. There needs to be some mechanism for sharing experience and practice as this could improve standards. Equally because there is no co-ordinated approach sponsorship efforts could be duplicated, for example, more than one part of the Council contacting the same potential sponsor promoting similar sponsorship opportunities.

Key Finding 11 - Witnesses involved with generating commercial sponsorship felt that the Council is held back in terms of identifying potential sponsors and sponsorship opportunities because it does not use the two main industry data bases; these are called ALF and Get Me Media. The individual licence fee for each of the packages is £1500 per annum. ALF provides a list of advertising agencies and the brands that they represent. Get Me Media lists the opportunities available for sponsorship to advertising agencies that book adverts for the various brands, i.e. this is where organisations place sponsorship opportunities for the market to find.

Recommendation 4

The Council should review the business case for purchasing licences for ALF and Get Me Media. Such a review should be undertaken after directorate sponsorship audits have been completed so that a more accurate assessment can be made on the value that these data bases can add.

Key Finding 12 - Parks & Sport has a Commercial Development Manager. As a part of her role she has a sponsorship target of £55,000 for 2013/14. The post was established in October 2012.

Key Finding 13 - Cardiff Council has an events sponsorship team. There are three members of staff, two sponsorship co-ordinators and a Project Marketing & Sponsorship Manager. Last year they generated £47,000 of sponsorship income for major events and £9,000 of contra income. In the current financial year (2013/14) they have generated £25,000 of sponsorship income and £52,000 of contra income. The net value of the sponsorship income received to date is actually only £20,000 as £5,000 of the £25,000 has to be spent on specified advertising.

Key Finding 14 - Sponsorship Valuation is based on:

- Marketing Benefits – Need to be clear on the benefits to the sponsor.
- Footfall – Cardiff is a high footfall city.
- Duration of event – length of event and when it takes place is important
- 5:1 ROI – Sponsors expect a return of £5 for every £1 spent on sponsorship.
- Bespoke Packages – Have to work with the clients to find out exactly what they want.

Key Finding 15 - Members were told that the opportunity for business networking needs to be easier for Council staff, i.e. staff do not need to be tied down by red tape and process. They need to be able to focus on generating income.

Key Finding 16 - Cardiff only seems to make available a limited number of sponsorship opportunities. The main ones identified were roundabouts through an external company, Capital Times adverts, Bus Shelters and sponsorship for events.

Key Finding 17 - Admiral provides sponsorship for the uniforms of the road crossing staff in Swansea. The firm has its headquarters in Cardiff and a similar arrangement is not in place with Cardiff Council.

Recommendation 5

Cardiff Council should approach Admiral and ask if they would be willing to sponsor the uniforms of the road crossing staff in Cardiff.

Key Finding 18 - Most comparator authorities were not particularly effective in generating sponsorship income. Only Newcastle who have generated £922,746 since 2008 seemed to make the process worthwhile; in Newcastle sponsorship income is generated by Council staff. Torfaen has tried to provide a wide range of opportunities for the market. They estimate that in 2013/14 they will generate approximately £61,000.

Key Finding 19 - Best practice examples were Leeds & Aberdeen. Leeds generates £225,000 per annum; 72% of this income comes from roundabout advertising which was delivered by a specialist in house officer. Aberdeen generated £476,052 in 2012/13; £287,450 of this came from roundabouts. This was achieved through a mix of in-house and external resources.

Key Finding 20 - There are lots of advertising companies who specialise in working with local authorities to generate sponsorship income. Examples of these include Clearview, Wildstone and Immediate Solutions.

I would be grateful if you would consider and respond to the comments, key findings and recommendations made in this letter. Should you require clarification or have any questions about any of this letter do not hesitate to contact me.

Regards,



Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc to:

Jane Forshaw, Director for the Environment

Chris Hesse, Director for Sport, Leisure & Culture

Tara King, Assistant Director for the Environment

Paul Keeping – Operational Manager, Scrutiny Services

Joanne Watkins – Cabinet Office Manager

Members of the Environmental Scrutiny Committee